

BUSINESS SURVIVAL™

A Business Continuity Newsletter for Decision-makers from ROTHSTEIN ASSOCIATES

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With this issue, we welcome Paul F. Kirvan, FBCI, as Senior Editor of the BUSINESS SURVIVAL NEWSLETTER. Paul has made substantial contributions to the business continuity industry. With this issue, we plan to increase the frequency of this newsletter to monthly.

2005 - WHAT DID WE LEARN?

We could certainly characterize 2005 as The Year Disasters Returned with a Vengeance. Not that we were ever without the need to face disasters in previous years - maybe last year media coverage of them was much more visible. Regardless, the year 2005 was an unusually busy year for disasters in the U.S. and in many parts of the world. We saw terrorism return to England with the July bombings in central London. Earthquakes wreaked incredible damage and loss of life around the world. Wild fires destroyed millions of acres of forests and hundreds of homes in the U.S. Suicide bombings in Iraq, Israel and other areas occurred daily. And 2005 was truly the Year of Hurricanes, with a record 27 named storms affecting the southeastern U.S., the Gulf states, and the Caribbean. Let's take a brief look at some of the disaster in 2005, courtesy of Infoplease.

January 2005

6-13, California:

A low-pressure system with drenching rains and heavy snows at higher elevations, dumped up to 11 inches of rain and caused a large mudslide in La Conchita, killing 10. Total storm-related deaths reached 25.

8-12, Europe:

Wild storms battered many European countries, leaving 19 dead. High winds and flooding left people without power and shut down ferries, trains, and highways.

22-23, Eastern U.S.:

Strong snow storms swept across the Midwest to the Atlantic coast, killing 20 people. A blizzard blanketed parts of the Northeast with snow depths up to 38 inches north and south of Boston and the entire island of Nantucket lost power.

February 2005

6-13, Pakistan:

Heavy flooding from snows and rain killed more than 460 people and left thousands more missing.

14, *Liaoning Province, China:*

A gas explosion killed 209 miners at the Sunjiawan mine. It was the deadliest reported mine disaster in China since 1949.

22, *Zarand, Iran:*

A magnitude 6.4 earthquake in central Iran shook more than 40 villages, killing at least 612 people, injuring over 1,400, and destroying many villages.

17-23, *California:*

A series of storms caused flooding, landslides, and avalanches, killing at least 9 people, damaging many roads, and forcing the evacuation of many homes.

March 2005 Disasters

19, *Baluchistan Province, Pakistan:*

Five bombs exploded at religious shrines where Shiite Muslims gathered, killing at least 44. The previous week another bombing, which was the result of fighting between renegade tribesmen and government forces, killed 30.

20, *Kyushu, Japan:*

A magnitude 7.0 earthquake destroyed homes, killed 1, and injured 500.

28, *Sumatra, Indonesian:*

A magnitude 8.7 earthquake, off the west coast of Sumatra, killed 1313. The U.S. Geological Survey said the earthquake was an aftershock of the December 26, 2004 quake which caused a devastating tsunami.

April 2005

9, *Dharaji, India:*

More than 150 Hindu pilgrims, gathered on the banks of the Narmada River, were killed when a dam upstream was opened without warning.

25, *Osaka, Japan:*

A commuter train derailed and hit an apartment building near Osaka, killing at least 107 and injuring 460. The worst Japanese train accident since 1963, it was allegedly caused by the train driver, who was trying to get the train back on schedule.

June 2005

Southern China:

Widespread flooding for the month of June, particularly in southern China, killed 536 people and damaged dikes, reservoirs, roads, rail lines, and millions of acres of crops.

13, *Chile:*

A 7.9 magnitude earthquake hit Chile and Peru about 940 miles north of Santiago, killing 11.

18-19, *Calgary, Alberta, Canada:*

Flooding of the Elbow and Bow rivers, from a week of rain, forced the evacuation of more than 1,500 from their homes.

July 2005

7, *London England:*

Four bombs exploded in three subway stations and on one double-decker bus during the morning rush hour, killing 52 people plus 4 bombers, and wounding more than 700.

This was the first suicide bombing in Western Europe.

10, *Pensacola Florida:*

Hurricane Dennis made landfall near Pensacola, Florida with 120 mph winds and 10 foot storm surges, leaving thousands without electricity.

13, Ghotki, Pakistan:

Three trains collided near Ghotki as the Karachi Express driver misread a signal and rammed the Quetta Express, killing at least 128 and injuring 170.

21, London England:

Four bombs partially detonated but did not explode on three trains and a bus in London exactly two weeks after the July 7th bombings.

31, Sharm el-Sheikh, Egypt:

The Egyptian resort was hit by two suicide car bombs and one planted bomb, killing 88.

26, Mumbai, India:

A record 37 inches of rain fell in Mumbai (Bombay) in a 24-hour period, the most ever recorded in India, leaving 1,000 dead in western India.

August 2005

2, Toronto, Canada:

An Air France Airbus A340, Flight 358, skidded off the runway at Toronto's Pearson International Airport in heavy thunderstorms. All passengers managed to escape from the aircraft.

5-9, Pomeroy, Washington:

Wildfires burned 37,000 acres in southeastern Washington, destroying at least 100 homes and cabins.

14, Athens, Greece:

Helios Airways Flight 522, a Boeing 737, en route from Cyprus to Athens, crashed into a mountain killing all 121 on board.

16, Western Venezuela:

A West Caribbean Airways charter flight, an MD-82, en route from Panama to Martinique, crashed in remote western Venezuela, killing all 160 on board.

16, Northern Japan:

A 7.2 magnitude earthquake shook northern Japan, injuring at least 59 people, and creating small tsunami waves on a nearby coast.

25, Fort Lauderdale, Florida, USA:

Hurricane Katrina brought heavy rains and winds to southeastern Florida, killing 14.

Europe:

Many days of heavy rains in Austria, Bulgaria, Germany, Romania, and Switzerland inundated rivers and lakes, flooded cities and towns, damaged roads and railways, and killed at least 42 people.

29-30, Louisiana and Mississippi:

Hurricane Katrina, a Category 3 hurricane and one of the most powerful and deadliest to hit the U.S., devastated the Louisiana and Mississippi coastal areas. The high winds and massive flooding miles inland left thousands homeless, 2.3 million without electricity, roads and bridges destroyed, and communications inoperable. The death toll reached 1,323, making it the third deadliest hurricane in U.S. history

September 2005

1-3, China:

Typhoon Talim caused major flooding and landslides, extensive crop damage, and killed at least 129 people.

14-15, South Carolina and North Carolina:

Hurricane Ophelia dumped up to 18 in of rain from Myrtle Beach, S.C. to Wilmington,

N.C.

20, *Florida Keys:*

Hurricane Rita dumped heavy rains on the Florida Keys and then headed west towards Texas, gaining strength over the Gulf of Mexico.

24-25, *Gulf Coast, Texas, Louisiana:*

Hurricane Rita intensified over the Gulf of Mexico, made landfall along the Texas-Louisiana border, and forced over 3 million people to evacuate Houston and Galveston.

20-25, *Philippines, China, Thailand, Nepal:*

Powerful typhoon Damrey killed at least 122, primarily from flooding.

Bali, Indonesia:

Three suicide bombers hit Bali restaurants in the resort beach area, killing 22 people.

October 2005

1, *El Salvador:*

Illamatepec volcano, the highest in El Salvador, erupted, killing 2, and forcing thousands to evacuate the area.

1-5, *Central America:*

Hurricane Stan brought landslides and floods to El Salvador, Guatemala, Nicaragua, Honduras, and Mexico, killing more than 2,000, and forcing hundreds of thousands to evacuate in the region.

2, *Pakistan:*

A 7.6 earthquake centered in the Pakistani-controlled part of the Kashmir region killed more than 80,000, injured 65,000, and left an estimated 4 million homeless.

18-24, *Caribbean, Mexico, and Florida:*

Hurricane Wilma moved through Haiti, killing 11, and Jamaica, strengthened to a Category 5 and the most intense hurricane in the Atlantic on record with a pressure reaching 882 millibars. It was the third storm in the season to reach Category 5.

30, *Nicaragua and Honduras:*

Hurricane Beta, the 23rd named storm of 2005, caused heavy rainfall and flooding in this region.

November 2005

6, *Knight Township, Indiana:*

A fast-moving line of thunderstorms spawned a tornado in southwestern Indiana and northern Kentucky that destroyed 130 mobile homes and killed 23 people.

9, *Amman, Jordan:*

Suicide bombers hit three American hotels, killing 57.

15, *Midwest U.S.:*

A series of thunderstorms moved through the Midwest from the Gulf of Mexico to the Great Lakes, spawning 30 tornadoes in 6 states that destroyed houses and killed 2 people.

13, *Harbin, China:*

A toxic spill from a petrochemical plant blast sent more than 100 tons of benzene, a cancer-causing substance, down the Songhua River.

27, *Heilongjiang Province, China:*

An explosion in the Dongfeng Coal Mine killed 171.

December 2005

5, *Kalemie, Congo, Africa:*

- A magnitude 6.8 earthquake, with the epicenter in Lake Tanganyika, destroyed mud houses and killed at least three.
2. *11, Hemel Hempstead, England:*
Massive explosions at a fuel depot north of London burned three tanks and sent flames higher than two miles, injuring 43.
 - 30, *Atlantic:*
Tropical Storm Zeta was the 27th named storm in the Atlantic this year, breaking the record of named Atlantic storms since 1851.

Source: Infoplease www.infoplease.com. Copyright, 2005, reprinted with permission.

SO WHAT DID WE LEARN FROM THE YEAR 2005? SOME KEY LESSONS FROM HURRICANE KATRINA

1. Major disasters can destroy, in whole or in part, infrastructures supporting a city, such as roads, airports, railroads, hospitals, fire and police protection, mail service, water and other necessities. In such a situation, the working infrastructure is outside the disaster area while people and the damaged infrastructure remain inside the disaster area. Ferrying relief in and people out becomes the first priority.
 2. After a disaster wipes out a city's entire infrastructure, looting and lawlessness will occur. Lawlessness can detract from rescue operations or even make them impossible.
 3. In the disaster zone, police and firemen will be stretched thin, and may not be able to both help people and protect property.
 4. If the decision is made to evacuate a city, the National Guard must also be deployed in order to bolster local law enforcement efforts.
 5. An additional group of responders who must be taken into consideration are private individuals who volunteer in the rescue, recovery, and cleanup efforts at natural disaster sites. To successfully utilize this force, communication and infrastructure parallel to the official response operations must be created.
 6. Communication among responders seeking to accomplish different tasks is critical. In major disasters, however, backup linkages for communication networks could fail completely, and a ready alternative is needed for both rescuers and victims.
 7. In the absence of television, radio and internet, dropping leaflets, using bullhorns, or providing talking points to all responders are effective alternatives for communicating to citizens in the disaster zone.
 8. A major evacuation of a city also means that stakeholders are dispersed and unable to easily participate in the rebuilding process.
 9. There is a fine line between over-reacting and not responding enough. To obtain adequate attention, local and state leadership must over-react to a point, but not cry wolf, which is not easy.
 10. Disaster recovery on a massive scale is not as simple as reconstructing buildings that were lost. There will be no one master plan for rebuilding, and no one single administrative coordinator.
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WHAT CAN BUSINESS CONTINUITY PROFESSIONALS LEARN FROM LAST YEAR'S DISASTERS?

CPM GLOBAL ASSURANCE, a monthly e-newsletter produced by The CPM Group (www.contingencyplanning.com), interviewed BC professionals from the Business Continuity Institute (BCI) and the Association of Contingency Planners (ACP) for their views. Their initials will identify them in the course of the interview.

AT = Andy Tompkinson, FBCI, is a partner with Adtapt, a UK-based business continuity consultancy. He is a member of the Board of Directors of the Business Continuity Institute.

DS = Dan Sadler, CBCP, works in the Enterprise Business Continuity Program at Constellation Energy, and is President of the Central Maryland Chapter of the Association of Contingency Planners (ACP).

LF = Leah Farr, CBCP, is the Emergency Operations and Business Continuity Planning Manager for Apollo Group, Inc., and is National Director of Public Relations for the Association of Contingency Planners (ACP).

CPM - Based on a steady stream of information from the media, it appears that a number of organizations, including emergency management groups in the Gulf states, various government agencies, national weather services, and local/state government agencies had issued warnings in the past about the potential threat of a major hurricane in the region. While hindsight is always 20/20, what are some of the lessons business continuity professionals can learn from the recent hurricanes, especially Katrina and Rita?

AT - Good business continuity management (BCM) provides the leadership and protocols for any event, not just hurricanes. Part of this leadership must include communication - more specifically identifying specific risks and putting resources on standby. This allows responders to prepare for activation rather than start organizing themselves only after the event has occurred and the plan has been invoked. This is good practice and saves time.

DS - Prevention and risk mitigation are just as important as response and recovery planning. Business continuity professionals, after gaining the sponsorship and support of their organization's leadership, need to drive a proactive approach to managing risk and preparing for emergencies. Complete your BIAs. Assemble a multi-disciplined team and assess the hazards that may impact the region, city, and building. Is your company prepared to withstand, work around, or effectively respond to such hazards? Develop a business case for necessary capital projects, equipment, awareness campaigns, etc. Present these projects to management as mitigation activities designed to address key risks.

LF - As with many of us, we are hearing stories recounted of how planners brought deficiencies to the attention of the "powers that be" only to have their recommendations put aside. There are so many lessons: what is worst case, how massive of an evacuation do you plan for, how long do you plan to be gone, how do you coordinate with other agencies. From my view, everyone must work towards getting together and creating a plan for resilient communities - government, law enforcement, public health, animal control, business, amateur radio, and citizens (from CERT to Joe on the street). Everyone must know the initial basics of where to go/what to do and who to contact and know the trigger points for all of these actions. These things are not

new to us so who really knows if the failures were from attitude of nonchalance, not understanding the appropriate chains of command, etc. So many plans are islands unto themselves and do not take into consideration failures on resources, infrastructure and government in addition to understanding command and control when dealing with layers of government response. We are all planning for emergencies - how to mitigate loss and ensure that we can recover - no matter what we call it. We must realize that we are all interconnected, from the smallest hazardous materials spill to a Category 5 hurricane. We have to work together and speak the same language to move forward and truly learn from this disaster. FEMA is obviously the focal point for this and must develop a more active approach to mitigation, re-emphasizing the importance of public/private sector relationships, resource sharing between all jurisdictions, and educating authorities in emergency management and disaster recovery techniques.

CPM - Lack of leadership, poor communications, slow response, and poor coordination - all of these have been cited as reasons for the less-than-ideal response to Hurricane Katrina. Are these comments justified, or are we wasting valuable time and resources debating the issue when we should be focusing on rebuilding the region, its people, and the economy?

AT - In general the criticism is directed at the authorities. Little personal responsibility was taken and this is the area from which most lessons can be learned. BCM is a scaleable strategy. Appropriate actions and preparedness at the appropriate levels are the missing concepts. At the base level, homes and individuals can do some things, small businesses can plan, regional business and the state authorities/communities can develop strategies and at the top level, multinational businesses and federal authorities can plan. The principles of BCM are consistent but the level of resources, lead times and complexity of planning are very different. The key is to integrate BCM so we all understand the jigsaw and serve to help each other.

DS - Compiling and reviewing the lessons learned from any event, whether a drill or actual emergency, is an essential part of a contingency planning program's maturity. While some may point fingers and alter the details, there is much to learn from Hurricane Katrina. Communications was a major issue, as was the overall leadership and coordination of the response. Contingency planners should develop relationships with government agencies and emergency personnel, wherever possible. Share needs and expectations. Become familiar with the Incident Command System. Regarding communications, plan for the worst case scenario. What alternate means of communication are available? When land lines and cell reception are unavailable, how will your leaders and response teams communicate?

LF - In the thick of a response is not the time to begin pointing fingers. Obviously a review of events will be needed to sort fact from fiction. Many response times may have been well within SLAs or "normal" time frames but appeared in the aftermath of the storm to be neglectful. By focusing on the critical response and recovery efforts at hand and letting the emotions settle will enable a more balanced review of what actually transpired and how to proactively ensure that the right areas are addressed.

CPM - In the aftermath of the recent hurricanes, what should professional groups like the BCI and ACP be doing to provide a way for interested BC professionals to participate in the recovery and rebuilding efforts?

AT - The BCI is keen to share ideas and experiences that can benefit everyone. Recovery progress will advance at different rates and at different levels. The explanation of who gets

what resource first is fundamental in a BIA but needs further emphasis in recovery mode to gain understanding and buy-in so that expectations are managed. Instead of 'waiting for help' there are useful activities that can be organized to assist the process. If people can be engaged to help someone else first, clearly their waiting time would be reduced, they would be occupied and informed, and have a good understanding of what was going to happen to them to prevent uncertainty and provide a sense of purpose.

DS - Sharing case studies, lessons learned, and creative recovery strategies through presentations, publications, and the web. Supporting the development of mutual-aid agreements, encouraging public-private sector partnerships, and asking those companies who have effectively avoided or recovered from these disasters to share their knowledge.

LF - I'm really at a loss for the "what" but know that we must become more active and research ways to become involved now and in the future. Whether we are resources for documentation review, strategy planning, brick and mortar rebuilding, etc., we and professionals in this industry have a broad spectrum of skill sets to draw from. Our true asset is the attitude needed to bring awareness to "true preparedness" and keep this issue in the forefront until it becomes a part of what "we" (as citizens and family members) do on a regular basis and not just something that gains attention after a disaster.

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DANGER ZONES - TEN TROUBLE SPOTS TO WORRY ABOUT (from WIRED Magazine)

Despite all the attention generated by Hurricane Katrina last year, hurricanes are just the beginning. Many other disasters - natural and technological - could impact you in 2006. And this list doesn't even include terrorist attacks.

America's Next Top Disasters - Determined by Likelihood and Potential Impact

1. Levee Failure in the Sacramento Delta
2. Flooding in the Upper Mississippi
3. Indian Point Power Station Meltdown
4. Earthquake in Missouri
5. Eruption at Yellowstone
6. Tornadoes in Dallas
7. Landslide at Mount Rainier
8. Tsunami on the Eastern Seaboard
9. Massive Power Failure in Boston
10. Rupture in the Alaska Oil Pipeline

Let's examine these in some more detail:

Rupture in the Alaska Oil Pipeline

The Alaska pipeline was built to withstand everything its designers could think of. But the supports for the pipeline are anchored in permafrost, which is now melting. Up to a third of the uprights are out of alignment, and more will be at risk if the thaw continues. A pipeline break would jeopardize 850,000 barrels of oil per day - 11 percent of the nation's capacity.

Likelihood: Low. (Admitting you have a problem is the first step to fixing it.)

People affected: Entire US population, potentially

Landslide at Mount Rainier

According to the U.S. Geological Survey, the active volcano Mount Rainier presents the "greatest volcanic hazard" in the Cascade Range because there are so many people in its shadow. The USGS says an eruption could melt Rainier's glacier, sending rivers of volcanic mud and ash - a moving wall of cement - toward Puget Sound.

Likelihood: Medium. Such slides occur once or twice a millennium. It's been 550 years since the last one.

People affected: 2.4 million

Eruption at Yellowstone National Park

Yellowstone's famous geysers and hot springs are powered by one of the world's most active volcanic systems. Incredibly, previous eruptions buried most of North America from Arkansas to Oregon, Canada to Mexico. The next one could do the same.

Likelihood: Low. But not zero.

People affected: Depending on the size of the eruption, anywhere from tens to hundreds of millions

Levee Failure in the Sacramento Delta

Next to New Orleans, the capital of California is more dependent on levees than any other American city. Built on the banks of a river, most of Sacramento is 15 to 20 feet below water level. According to University of California at Davis geologist Jeffrey Mount, there's a better-than-even chance that the levees will fail by mid-century, jeopardizing the water supply of 22 million Americans.

Likelihood: High. 66 percent in the next 50 years

People affected: 22 million

Flooding in the Upper Mississippi

The qualities that made the banks of the Mississippi the perfect place to start a village also make it the worst place to build anything permanent. The river produces major floods every 20 years or so, no matter what we do to stop it.

Likelihood: High. The last great floods were in 1993, so statistically the time is near.

People affected: 72 million - everyone in the Mississippi floodplain

Tornadoes in Dallas

The National Weather Service is worried about a tornado cluster over Dallas at rush hour. The fear is that a big twister could trap 87,000 people in their cars and cause nearly \$3 billion in property damage, making it potentially one of the most destructive tornadoes in U.S. history.

Likelihood: Medium. Dallas has dodged the bullet...so far.

People affected: 5.7 million

Massive Power Failure in Boston

A scarcity of new power plants plus with a growing population means that New England could face summer blackouts by 2008.

Likelihood: Medium. Depends on whether new power plants are built

People affected: 14 million

Indian Point Meltdown

In the mid-1950s, it seemed like a good idea to have a nuclear reactor 35 miles from New York

City. Now if a meltdown occurs and the evacuation orders come, most residents may not be able to leave the area.

Likelihood: Medium. There could be one accident in 600,000 years of operation, or it could happen tomorrow.

People affected: 21 million

Earthquake in Missouri

In 1811, New Madrid, Missouri survived the most powerful earthquake ever recorded in the lower 48 states; it rang church bells as far away as Boston. A large quake along the fault line would impact St. Louis and Memphis, which lack effective earthquake building codes.

Likelihood: High, with a 90 percent chance of a magnitude 6 or 7 quake in the next 50 years.

People affected: 3.7 million

Tsunami on the Eastern Seaboard

A small volcanic island off the northwest coast of Africa called La Palma (located in the Canary Islands) controls the fate of the East Coast of the U.S. During 1949 an eruption caused the western side of the island to slip a few yards into the Atlantic. In a future seismic event, the 500-billion-ton ridge could slide into the ocean, resulting in a mega-tsunami that would strike the East Coast, with killer waves that could reach as far as 15 miles inland.

Likelihood: Low. Might not happen for a few thousand years, if ever

People affected: Everyone on the eastern seaboard

Source: Wired Magazine, Copyright ©2006 The Condé Nast Publications Inc.

SERVICE LEVEL AGREEMENT (SLA) STRATEGIES FOR NETWORKS

Source: Network World www.networkworld.com

The benefits of an effective service level agreement (SLA) are well worth the time and effort it takes to develop one. Here are the steps to take to achieve your goals:

1. Identify service levels that your infrastructure needs so the SLA is comprehensive.
2. Design the SLA so that it clearly defines the service provider's responsibilities.
3. Negotiate the SLA with the service provider, paying particular attention to what services are being guaranteed, how they will be measured, the process for realizing agreed-upon remedies, and the amount of time the service provider has to correct problems.
4. Implement SLA measurement and enforcement tools and processes to ensure that every SLA can be measured and enforced as soon as the service under consideration is installed.
5. Enforce SLA compliance, and identify and resolve problems that arise.

What's the difference?

This table compares a carrier's standard service-level agreement and one with better protection:

Standard SLA	Better SLA
Guarantee a certain level of circuit performance over the carrier's core backbone that is consistently exceeded by its network (including availability, latency, and throughput)	Guarantee a certain level of end-to-end service performance for applications
Compensation for prolonged circuit outages is a nominal credit - usually 5% to 10% of the cost of the service	Remedy for prolonged circuit outages is reimbursement of the cost of the back-up services used
The protection from repeated failures is a nominal credit capped at 50% of the total monthly recurring cost	Protection from repeated failures is the opportunity to augment/replace defective services with more reliable services from another vendor or use a different technology at no additional cost
The options for getting out of a contract for failure over a prolonged period of time are nil	Option for getting out of a contract for failure over a prolonged period of time is termination of the agreement without penalty

RECOMMENDED READING

These and hundreds of other books, software tools, videos and research reports are available from [THE ROTHSTEIN CATALOG ON DISASTER RECOVERY](http://www.rothstein.com) at www.rothstein.com:

**[A RISK MANAGEMENT APPROACH TO BUSINESS CONTINUITY:
ALIGNING BUSINESS CONTINUITY WITH CORPORATE GOVERNANCE](#)**
 By Julia Graham, FCII, FBCI MIRM and David Kaye, FCII FBCI MIRM FRSA

This book Includes a preface by George J. Mitchell, Chairman, DLA Piper Rudnick Gray Cary; Former Senate Majority Leader; and, U.S. Senator for Maine; and is endorsed by the Business Continuity Institute, Disaster Recovery Institute International, and Institute for Risk Management.

"At last, a book for those involved in risk and business continuity management that proves beyond doubt why the traditional 'silo approach' to risk management and business continuity management must be removed and replaced with a modern day 'joined up' approach to protecting a business and the interests of its stakeholders.

"Today's business world faces an increasing assortment of risks and threats that can have devastating effects. However we should not lose sight of those day-to-day incidents that can ultimately result in 'death by a thousand cuts.'

"This book, written by authors with acclaimed knowledge, experience and wisdom within both

risk management and business continuity management, provides clear guidance supported with a wide range of memorable and highly relevant case studies for any risk manager or business continuity manager to successfully meet the challenges of today and the future." - Steve Mellish, FBCI, Chairman, The Business Continuity Institute. *March, 2006. 400 pages (approx). Order #DR778.*

**MEASURING BUSINESS INTERRUPTION LOSSES
AND OTHER COMMERCIAL DAMAGES**
by Patrick A. Gaughan

Whether they result from a business interruption or other corporate events, commercial damages are often difficult to measure. The process can be complicated, with millions of dollars at stake. Business continuity practitioners - not to mention insurance professionals, attorneys, accountants and defendants – must rely on meaningful calculations of losses that will hold up in negotiation or litigation. Justifying expenditures for prevention and mitigation based on sound analysis could prevent failure of an inadequate business continuity management program - or wasted investment in protection which is not justified.

The business continuity practitioner will find this book a valuable resource during the Business Impact Assessment process. The book provides a structured framework, along with tools and guidance to quantify exposure to loss and to support justification for business continuity investment. *2004, 478 pages. Order #DR781.*

**THE SECURITY RISK ASSESSMENT HANDBOOK:
A COMPLETE GUIDE FOR PERFORMING SECURITY RISK ASSESSMENTS**
by Douglas J Landoll

THE SECURITY RISK ASSESSMENT HANDBOOK: A COMPLETE GUIDE FOR PERFORMING SECURITY RISK ASSESSMENTS provides detailed insight into precisely how to conduct an information security risk assessment. Designed for security professionals and their customers who want a more in-depth understanding of the risk assessment process, this volume contains real-world advice that promotes professional development. It also enables security consumers to better negotiate the scope and rigor of a security assessment, effectively interface with a security assessment team, deliver insightful comments on a draft report, and have a greater understanding of final report recommendations. *2006, 494 pages. Order #DR780.*

**CRISIS COMMUNICATION PLANNING
SUSTAINING EFFECTIVE CORPORATE COMMUNICATION
DURING DISASTERS, EMERGENCIES AND CRITICAL EVENTS**
by Robert C. Chandler, Marci rae Blue, Jennifer Roberts, Morgana Wingard

"Crises are inevitable. Every crisis has the potential to harm profits, people and the continuity of your business. Crises create unique communication needs and opportunities, as well as

challenges. The only choice that one has is to be either prepared or unprepared to handle the communication demands that crises produce. Crisis communication preparedness is an essential part of duly diligent business continuity planning."

With this quote, Dr. Chandler et al clearly communicate the importance of this new book. Rapidly, accurately, appropriately and consistently delivering messages or information is essential to surviving any corporate crisis, whether it falls under the heading business continuity, disaster recovery, crisis management or emergency management. Being prepared to deliver those messages is essential - the time to compose your thoughts and messages is well before they are needed, not in the heat of the event. *2005. 135 pages plus DVD and CD. Order #DR783.*

NEWS

2005 Version of NFPA 1600 Unveiled

Boston, MA, January 6, 2005 - The National Fire Protection Association (NFPA) recently released the 2005 version of NFPA 1600, the Standard on Disaster/Emergency Management and Business Continuity Programs. The closing date to submit comments on the new version of NFPA 1600 is March 3, 2006 and the final version is scheduled to be published during 2007. Read the draft at <http://www.nfpa.org/assets/files/PDF/ROP/1600-07-ROP-Draft.pdf>

BNET Announces City of Cambridge Joins Corporate Emergency Access System

Cambridge, MA, January 5, 2006 - The City of Cambridge, MA has become the newest municipality to join the growing list of local governments utilizing the Corporate Emergency Access System (CEAS) to assist business recovery following a serious emergency or disaster. Cambridge joins New York City, Boston, Stamford and Buffalo in the CEAS program. CEAS is a credentialing program that operates in conjunction with local government; the program gives companies the ability to access their workplace quickly following an emergency event that results in travel or access restrictions. www.ceas.com

Final Draft of US National Preparedness Goal Released

Washington, DC, January 3, 2006 - The U.S. Department of Homeland Security recently released the final draft of the National Preparedness Goal. President Bush directed the development of the National Preparedness Goal in Homeland Security Presidential Directive -8. The purpose of the Goal is to 'reorient how the Federal government proposes to strengthen the preparedness of the United States to prevent, protect against, respond to, and recover from terrorist attacks, major disasters, and other emergencies.' The Goal's function is to establish a vision, determine the capabilities, and set the priorities for national disaster and emergency preparedness and it will be used alongside the National Planning Scenarios, Universal Task List, and Target Capabilities List to inform and guide domestic all-hazards preparedness efforts. The International Association of Emergency Managers (IAEM) has made the publication available on its website at <http://www.iaem.com/documents/FinalDraftNPG.pdf>.

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